



## From the Outgoing Acquisition Support Center Director

**W**ith this column, I bid you all a final farewell! It has been my distinct honor and privilege to serve as the U.S. Army Acquisition Support Center's (ASC's) Director for the past two years. I have enjoyed my tenure and this tremendous opportunity to work with each of you. You are the lifeblood — the very soul — of the Army Acquisition Corps (AAC), and I salute you for your tireless efforts and endless innovation and creativity in providing the highest levels of support and services to our Soldiers and commanders in the field.



I am honored that Claude M. Bolton Jr., Army Acquisition Executive and Assistant Secretary of the Army for Acquisition, Logistics and Technology, has asked me to become his Chief of Staff at the Pentagon. I thank everyone on the ASC team and the entire acquisition community for their dedicated support during my tenure. I know you will welcome **COL Genaro J. Dellarocco** who assumed authority as the new ASC Director on July 16, 2004. It has been a pleasure to work with you in support of our great Soldiers and Army. I urge you to continue to make a difference every day in all you do.

When ASC was chartered as a staff support agency it consisted of smaller, disparate agencies. As a team we pulled together to make a difference to Soldiers by supporting the Army's acquisition professionals. I've pushed the ASC team very hard these past few years — we accomplished many goals and my team proved time and again its willingness and ability to serve our great Army's most challenging requirements. It's my pleasure to highlight a few of the ASC team's latest accomplishments.

**AAC Accessions.** I challenged my proponent officers and the Acquisition Management Branch to spread the word about AAC opportunities and professional development and actively seek greater numbers of qualified AAC applicants. The goal was high but the funding was not. Their creative efforts brought a flood of applicants — more than 900 — the likes of which the AAC has never seen before. The selection board chose from among the best the Army has to

offer. This influx of talented young officers will ensure a strong cadre of AAC leaders for the future.

The **Career Management Division** has totally revamped the **Competitive Development Group** program. It has also created a Web page that lists acquisition-related thesis topics submitted by our program executive officers (PEOs) and acquisition commanders for acquisition professionals in training courses or pursuing advanced degrees. The division has also been closely involved with rewriting the *Defense Acquisition Workforce Improvement Act* policies, developing the Uniformed Army Scientist and Engineer Program and implementing AAC Transformation Campaign Plan initiatives.

**Customer Support Offices (CSOs).** ASC's three regional CSOs, National Capital and Central West Region, Northeast and Central East Region and Southern and Western Region, provide day-to-day support for the 40,000-plus Acquisition, Logistics and Technology Workforce members. Of note, each CSO sponsored, or is sponsoring, one or more "Meet the MILDEP" events in addition to hosting Defense Acquisition University courses; Acquisition Career Management; and Acquisition, Education, Training and Experience Program events and other associated educational and career development programs. They also placed interns in permanent government civilian positions and assisted in formulating, staffing and implementing landmark acquisition policy initiatives.

The **Operations Division** has spearheaded ASC's various building renovations over the past year and a half, improving quality of life for our employees. They have also provided leadership in the daily administration of office requirements and improved many of our office staff action processes. Operations also was charged with responsibility for the Deployment Cell, which identifies volunteers to support *Operations Iraqi* and *Enduring Freedom* efforts.

The **Program Structure and Information Analysis Division** conducted an in-depth Military Acquisition Position List (MAPL) Review and MILDEP Review of all Command Select Positions for LTG Joseph L. Yakovac Jr. and the PEOs. This division also planned the highly acclaimed 2003 Acquisition Senior Leaders' Conference (SLC) in Seattle, WA, and has raised the bar even higher for this year's Acquisition SLC adding a Combined Arms Live-Fire Exercise as part of this year's equipment demonstration. This invitation-only event was held Aug. 9-12 in Louisville and Fort Knox, KY, and drew more than 400 participants.

ASC's **Human Resources Division (HRD)** supported HQDA's command selection and slating lists and the 12 PEOs, direct reporting program managers and their program management offices (PMOs) with critical and timely personnel management and training. HRD was instrumental in providing civilian personnel assistance to the Iraq Coalition Provisional Authority Support Group and helped execute ASC's MAPL Review.

The **Resource Management (RM) Division** provided online resource management training for all PEOs and PMOs. RM has supported growing mission requirements during the past year while at the same time undergoing new budgeting and resource management processes. RM also executes major command-level manpower- and budget-related Program Objective Memorandum matters within the Army's PEO structure and other ASC Table of Distribution and Allowances elements.

The **Strategic Communications Division** has made great strides in developing an integrated branding campaign and strategy through its comprehensive Communication and Outreach Plan for ASC. Improvements included redesigning ASC's Web site (<http://asc.army.mil>) and *Army AL&T* Magazine, extensively upgrading ASC's tradeshow booth and kiosk and establishing a Communications Working Group to actively provide and solicit information from representatives from all ASC divisions. This process has resulted in cross-fertilization of ideas to better understand and promote the organization's diverse programs. It has also established a Web-based repository for the Army Acquisition Lessons Learned Management System (ALLMS) at <https://apps.rdaisa.army.mil/allms/> and the ALLMS Thesis Data Base. The division continues to forge strategic public affairs, marketing and communications links with the PEOs/PMOs, other key target markets and the Army.

The **Logistics Management Propensity Office (CP-13/-17)** has been busy promoting short- and long-term training opportunities for civilian logistics professionals and recruiting interns for various intern programs.

The **Contracting Career Program Office (CP-14)** recently executed the Secretary of the Army Awards for Excellence in Contracting ceremony on May 25, 2004, in Orlando, FL. CP-14 has been working two new initiatives: a pilot business manager course and a memorandum of agreement for an Army-Defense Contract Management Agency Developmental Exchange Program. They continue to put much energy and creativity into program promotion, recruitment activities/events and program

orientation to a younger, recent college graduate audience through their FAST TRACK Program.

These are but a sampling of ASC's superior contributions to the Army in just the past few months. In closing, I want to take this opportunity to say "Thank you for a job done exceptionally well!" I salute every member of the U.S. Army Acquisition Support Center for supporting our brave men and women at the "tip of the spear." Your efforts make a difference and I'm proud to have led such a dedicated and professional workforce. I want to wish you and your families the very best. God bless each of you. God bless our Soldiers and civilians, and may God continue to bless the United States of America.



**COL Mary Fuller**  
Director  
Acquisition Support Center

## **Dellarocco Succeeds Fuller in ASC's First Change of Leadership Ceremony**

*Debbie Fischer-Belous*

The U.S. Army Acquisition Support Center (ASC) held its first-ever change of leadership ceremony July 16, 2004, at the Defense Acquisition University's Howell Auditorium. LTG Joseph L. Yakovac Jr., Military Deputy to the Assistant Secretary of the Army for Acquisition, Logistics and Technology (ASAALT), presided, bidding farewell to outgoing director COL Mary Fuller and welcoming COL Genaro J. Dellarocco.



COL Genaro J. Dellarocco accepts responsibility as ASC Director from LTG Joseph L. Yakovac Jr. during the Change of Leadership ceremony.



LTG Joseph L. Yakovac Jr. bids farewell to departing ASC Director COL Mary Fuller.

Master of ceremonies Michael I. Roddin, ASC Strategic Communications Director, welcomed attendees and briefly explained, “The military change of leadership ceremony dates back to the beginning of our Nation’s history and provides for the orderly transfer of organizational responsibility from one Army leader to another.” He added that ceremonies such as this are deeply rooted in military tradition dating back to the ancient Roman era.

Following Roddin’s introductory remarks, the official party entered, followed by an invocation by Chaplain (MAJ) Robert E. Philips. The National Anthem then played and the outgoing and incoming directors presented gifts to their spouses, thanking them for their continued support, encouragement and partnership.

Yakovac then commented on ASC’s importance to the future of Army acquisition. He explained how ASC has been, and will continue to be, instrumental in focusing on people and all aspects of civilian and military Army Acquisition Corps (AAC) leadership. He commended Fuller for her critical role in carrying out his goals for the AAC as both ASC Director and the Deputy Director of Acquisition Career Management (DDACM). “This job is not easy nor glamorous,” Yakovac added.

Yakovac said that he chose the incoming director based on past experience as Dellarocco’s boss. “I was impressed with Gino’s ability to work well with people and get the job done,” said Yakovac. “He was one of the best project managers in the Army — perhaps in DOD.” According to Yakovac, Dellarocco’s strengths will be important to “putting Army acquisition into the 21st century in support of today’s truly Joint expeditionary Army.”

Following his remarks, Yakovac presented the Legion of Merit to Fuller for her exceptionally meritorious service as

ASC Director and DDACM. Fuller also received the Bronze Order of Mercury Award, which recognizes long-term significant contributions to the U.S. Army Signal Regiment.

Dellarocco then officially assumed authority for directing ASC through the Exchange of Colors, a symbolic act during which the outgoing director relinquishes responsibility to his or her superior who, in turn, passes that authority to the incoming director.

In bidding farewell, Fuller thanked Yakovac and the other attendees and in particular noted her husband’s support and humor during her years as ASC Director. She added that the ceremony came on the last day of her 27th year of Army service. She credited ASC employees with many accomplishments such as establishing the Uniformed Army Scientist and Engineer Program, implementing Army acquisition transformation, improving the Naval Postgraduate School distance-learning program and creating a thesis database. Fuller’s new assignment is Chief of Staff for the Honorable Claude M. Bolton Jr., Army Acquisition Executive and ASAALT.

Dellarocco, whose previous assignment was Project Manager for Force Projection at the Program Executive Office for Combat Support/Combat Service Support in Warren, MI, remarked that Fuller would be a hard act to follow. He thanked his wife, Karen, for her support, briefly outlined his management philosophy of putting “People First!” and expressed gratitude to Yakovac for the opportunity to command again.

The ceremony closed with the *Army Song* and departure of the official party. Guests walked through a receiving line to express farewell wishes to Fuller and her husband, LTC Gerald F. Monin (U.S. Army, retired), and to welcome Dellarocco and his wife to the ASC family.

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## ALLMS — Wisdom of a Thousand Minds at Your Fingertips

*Betisa G. Brown*

Don’t let invaluable knowledge and lessons learned walk out the door! A decade of downsizing efforts and the retirement of approximately 25 percent of Army acquisition workforce



members within the next 5-10 years can wreak havoc on the Army Acquisition Corps (AAC) knowledge base if we don't act quickly. Even if the AAC were not facing attrition of this magnitude, "islands of information" could cause our acquisition workforce to sink in a sea of repeated mistakes, wasted resources, duplicated efforts and reinvented wheels. How can we prevent this from happening? The Acquisition Lessons Learned Management System (ALLMS) has your answer.

In case you haven't noticed, the information technology era has changed the competitive landscape in both the commercial sector and military. Industry has learned to use advances in technology to transform disparate bits of data into meaningful information that helps them win the profit war. The U.S. Army has access to the same state-of-the-art technology. Why not harness this powerful source to turn pockets of acquisition-related data into timely, relevant information that flows across multiple organizations — information that can make the AAC more responsive and successful in fulfilling warfighter requirements? Technology can help us capture the priceless wisdom of thousands.

Sponsored by the U.S. Army Acquisition Support Center (ASC) and managed by ASC's Strategic Communications Division, ALLMS is a Web-based repository of acquisition-related lessons learned, observations, best business practices, papers and articles. ALLMS enjoys the support of Military Deputy (MILDEP) to the Assistant Secretary of the Army for Acquisition, Logistics and Technology LTG Joseph L. Yakovac Jr. and is home to nearly 500 lessons learned and research-related papers. ALLMS aims to connect program executive offices and program management offices through information sharing, providing for a collaborative environment where AAC professionals can draw on the experiences of others while sharing their lessons learned and best practices with the rest of the acquisition community. Furthermore, ALLMS acts as a conduit for research material on acquisition policy and programs for outreach to AAC professionals. Take a moment to visit ALLMS at <http://asc.army.mil>:

- Click on **Portal** on the top bar.
- Choose **Army Acquisition Lessons Learned** from the **Quick Links** menu on the right.
- Click on **ALLMS** live link embedded in the first paragraph.
- Click on **Registration** to fill out the form and submit.

Once an ALLMS analyst approves your registration, you will be able to search among acquisition papers, articles and lessons learned, or submit your own materials for posting.

Since ALLMS' inception in 2001, the world has changed dramatically. With our Nation at war against terrorism, our mistakes and shortcomings come with a much higher price. With that in mind, and in compliance with the MILDEP's order, ASC is revamping ALLMS into a more integral part of the AAC collaborative knowledge environment. In the next 12 months, ALLMS will be overhauled to bolster its content and to become more user-friendly. For instance, the new ALLMS will provide AAC professionals pursuing advanced degrees with a repository of thesis topics from which to choose and the capability to directly submit their completed theses to the database. Furthermore, for the sake of accuracy and completeness, the new and improved ALLMS will have in place provisions so that submittals of lessons learned can be reviewed by the supervisor for precision and completeness before being published on the ALLMS Web site.

ALLMS is a valuable source of information for AAC professionals, but it is dependent on the acquisition community's input to stay current, pertinent and replete. Bottom line: the MILDEP and ASC Director are calling for your lessons learned, best business practices, information papers, articles, research studies, success stories and, perhaps, not-so-successful stories. Your submittals can save time, money and, more importantly, our Soldiers' lives. So please go to the ASC Web site at <http://asc.army.mil>, register and submit your observations. Your comments on how to improve ALLMS are also most welcome. You can reach an ALLMS analyst at (703) 805-2441, DSN 655-2441 or e-mail [asc.allms@asc.belvoir.army.mil](mailto:asc.allms@asc.belvoir.army.mil). We look forward to hearing from you — let your knowledge and experience make a difference today!

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## AAC Transformation Campaign Plan

*Nicole Perella*

Top Army Acquisition Corps (AAC) members sprang into action March 31, 2004, at the AAC Transformation Change Leadership Team kick-off session, orchestrated by Change Project Team Leader MAJ Joy Kollhoff, U.S. Army Acquisition Support Center (ASC). As fellow team members gathered,

an excited buzz spread throughout the conference room. This was the first of many planning sessions for the team and the group awaited the arrival of Military Deputy (MILDEP) to the Assistant Secretary of the Army for Acquisition, Logistics and Technology (ASAALT) LTG Joseph L. Yakovac Jr.

On Feb. 12, 2004, Yakovac released a memorandum to key AAC players. The memorandum announced the MILDEP's ambitious vision to align the AAC with the *Army Transformation Roadmap 2003*. The MILDEP's memorandum provided important guidance to be followed closely and referenced often to transform the AAC into a core capability within the Army and Joint warfighting communities.

The MILDEP kicked off the meeting with a story about how he was "drafted" into the AAC in 1991. He then told the Change Leadership Team that he was looking to them for ideas and decisions on how to best transform the AAC to better support Soldiers, combatant commanders and the Army as a whole.

"Times have changed," Yakovac remarked. "In 1991 our world was calm. Now the footprint has turned into one of war and we must be more Joint in our focus than ever before." The MILDEP's strategic goal was to empower the team to make a true and fast difference — to help him transform Army acquisition by aligning and horizontally integrating AAC transformation with the Army's overall transformation campaign. Within that goal, Yakovac instituted three Strategic Objectives:

- Establish an Army acquisition **core capability** to develop, test, field, buy, insert and support materiel and service solutions across full-spectrum military operations — from all-out war to defending the homeland.
- Develop flexible acquisition officers and civilian leaders who possess a **diverse and well-rounded background** in the supporting functions and phases of acquisition, and are prepared to lead any complex, multifunctional acquisition command, agency, organization or team.
- Develop a civilian workforce that is **expert, relevant and ready** to support the acquisition mission along the full spectrum of military operations — from all-out war to defending the homeland.

Touching on many relevant subjects, some of the hot topics discussed were the current and future career paths for both civilian and military Acquisition Workforce members, military-to-civilian conversion and AAC Workforce educational requirements.

The Change Leadership Team focused on how to develop greater strength within the AAC by instituting an increased blend of military and civilian acquisition leaders. "The mix is essential," Yakovac explained. "The Army Acquisition Corps needs both sides — military and civilian — to play equal parts as leaders and overall players in the workforce."

He left every team member with a challenge — use your own experiences and create ideas for changing and transforming. "If you put the idea on the table, I will ask you to lead the change and to make it happen," Yakovac continued. "The next step is making AAC Transformation a reality — that is our most difficult task."

For more information on AAC Transformation, please contact MAJ Joy Kollhoff at (703) 805-1251 or [joy.kollhoff@us.army.mil](mailto:joy.kollhoff@us.army.mil).

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## NCR's AL&T Workforce Met the MILDEP — And Was Impressed!

*Whitney F. Koeninger*

On April 16, 2004, LTG Joseph L. Yakovac Jr., Military Deputy (MILDEP) to the Assistant Secretary of the Army for Acquisition, Logistics and Technology (AL&T), addressed a full house at Defense Acquisition University's Howell Auditorium, Fort Belvoir, VA. The room was filled with acquisition workforce military and civilian personnel who came to meet the MILDEP and hear his reasons for recent acquisition process changes.

Since Yakovac assumed the MILDEP position Dec. 1, 2003, his priority has been examining how the Army Acquisition Corps (AAC) manages military and civilians alike. "I am trying to put the 'personal' back in personnel," Yakovac stated. Yakovac and other acquisition leaders are developing a plan to reshape the AAC as a whole, allowing the acquisition community to stay in tune with Army transformation and the Army's 17 focus areas.

Some procedures have already changed. "I am not senior rating project managers (PMs) because that is not my leadership style.



LTG Joseph L. Yakovac Jr. addresses the crowd at the "Meet the MILDEP" event held June 22, 2004, at the U.S. Army Tank-automotive and Armaments Command, Warren, MI. (Photo courtesy of Karen Sas, NCI.)

The person who rates you should be the person who gives you orders and sees you every day." Yakovac is hoping that this process will place the right people in the right positions, and that they will ultimately contribute to the AAC's betterment.

In recent months, the new MILDEP took a week out of his schedule to review more than 1,600 Military Acquisition Position Listing (MAPL) jobs to get an idea of available positions in the acquisition workforce. "Some of these job descriptions were written 10 years ago and are not accurate," Yakovac explained. The AAC promises a wide variety of opportunities and Yakovac is determined that people get the job that they think they signed up for. After reviewing the MAPL job descriptions, Yakovac either kept the position, downgraded it, converted it to a civilian position or simply deleted it. "The impacts of this realignment won't be seen until 2005. I am not going to make people move out of cycle because I took their job away," he continued. In the future, Yakovac will conduct more reviews to make sure the right jobs are available and in the organizations that need them most.

The MILDEP is also focused on providing AAC members with a spectrum of experience. Instead of pinpointing officers into specific fields, Yakovac wants a wider breadth of opportunities for them to explore. "I want you to get the experience you need to operate anywhere. I want you to have a foundation to get a PM job — not a specific PM job — but any PM job," Yakovac stated. Plans to fulfill this goal include having officers change jobs more frequently and switching them around within their assigned regions. "The Acquisition Corps must be an organization that is able to adapt, and I will reward people who are willing to take on a challenge," Yakovac remarked.

As the afternoon's session came to an end, Yakovac declared, "I've held a variety of assignments throughout my career. I

know enough to help you be successful." Yakovac informed the crowd that he and acquisition leaders are looking for ideas on how the acquisition community can run more smoothly. "We're not trying to change this by ourselves; your suggestions are welcome."

The National Capital Region's (NCR's) "Meet the MILDEP" event allowed the AL&T Workforce to understand what Yakovac has done and will do in the future. The MILDEP is scheduled to visit other regions to talk to and get to know the rest of the acquisition workforce community. He spoke at the Program Executive Office for Simulation, Training and Instrumentation, Orlando, FL, on May 26; the U.S. Army Tank-automotive and Armaments Command, Warren, MI, on June 22; the Colonel's Call at the Pentagon on July 7; and the U.S. Army Communications-Electronics Command, Fort Monmouth, NJ, on July 21. In addition, he will visit Picatinny Arsenal, NJ, on Sept. 15.

The MILDEP is coming to a location near you. Don't miss the opportunity to meet him. For more information about "Meet the MILDEP" events and locations, go to [http://asc.army.mil/events/conf\\_mildepevents.cfm](http://asc.army.mil/events/conf_mildepevents.cfm).

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### ATAP Provides Educational Funding

Are you looking to go back to school to finish your undergraduate degree? Need to complete your business hours? Want to pursue a master's degree but need financial aid? Then apply for the Acquisition Tuition Assistance Program (ATAP).

ATAP is a robust program open to all eligible Acquisition, Logistics and Technology Workforce members who are interested in pursuing business hours or associate or bachelor's degrees. Additionally, Army Acquisition Corps members and Corps Eligible employees who are Level III certified may request ATAP funding for graduate degrees in business, scientific or technical specialties. Selection into ATAP is through a competitive board process that is normally conducted biannually by the U.S. Army Human Resource Command (AHRC).

Education funded through ATAP must be pursued through a nationally or regionally accredited school. Participants may attend their institute of choice within their local commuting area or participate in online classes. Students should complete courses during nonduty hours unless supervisor approval allows for duty-hour completion.

AHRC is now soliciting applications for the next board, tentatively scheduled for Oct. 12, 2004. The announcement opened June 1, 2004, and will close Sept. 3, 2004. The announcement is posted at [https://www.perscomonline.army.mil/opfam51/ATAP\\_Summer04.html](https://www.perscomonline.army.mil/opfam51/ATAP_Summer04.html). Completed applications and all supporting documentation must reach HRC no later than 4 p.m. on the closing date. The ATAP board will not consider incomplete or incorrect packages. However, applicants will be notified if this occurs.

Applicants provide an application package for their desired course of study — 12-24 semester hours of business, associate degree, bachelor's degree or master's degree. Each course of study must underpin an acquisition function. Funding for a master's degree or business hours at the master's level is limited to \$1,500 per course (\$7,500/year), and funding for a bachelor's degree is limited to \$1,000 per course (\$5,000/year). Students must complete graduate-level courses with at least a grade of "B" and at least a "C" for undergraduate-level courses. Reimbursement is required if the grade standards are not met.

Finally, participation in ATAP requires a payback of time to the acquisition workforce. Exact payback regulations are listed on the *Request, Authorization, Agreement, Certification of Training and Reimbursement (DD Form 1556)*. However, the payback length is usually three times the length of the training period.

Questions on the ATAP announcement and application process can be directed to your regional Acquisition Career Manager (ACM). Applicants are highly encouraged to speak to an ACM to ensure package completeness prior to application submission. A list of regional ACMs can be found at <http://asc.army.mil/programs/atap/acmlistings.cfm>.

Workforce members can find additional information about ATAP at <http://asc.army.mil/programs/atap/default.cfm>. Within the ATAP Web site, see the ATAP Policy and Procedures, which describes the program in more detail.

Any administrative questions about the ATAP board should be directed to Cathy Johnston at HRC at (703) 325-2764 or [cathy.johnston@us.army.mil](mailto:cathy.johnston@us.army.mil).

Administrative questions about ATAP should be directed to National Capital Region Customer Support Office ATAP Coordinator Scott Greene at (703) 704-0132, (703) 704-0134 (fax) or [scott.greene4@us.army.mil](mailto:scott.greene4@us.army.mil).



## AHRC Notes

### FY05 COL/GS-15 PM/AC Board Results

The U.S. Army Human Resources Command's Acquisition Management Branch (AMB) recently completed an analysis of the FY05 Colonel (COL)/GS-15 Project Manager (PM) Acquisition Command (AC) Board results for Army Acquisition Corps (AAC) officers and civilians. The following summary provides the results and indicates possible trends.

#### Overall Results

Board members reviewed 62 AAC officer and civilian files. These files included 41 active duty officers and 21 civilians. From this population, the board selected 22 principals for PM and AC. These principals included 21 officers and 1 civilian. Results by year group (YG) for AAC officers are as follows:

YG	1978	1979	1980	1981	1982	1983	1984
Officers							
Considered	2	0	2	4	26	4	3
Selected as							
Principals	0	0	0	2	14	3	2

#### Who Was Selected?

Sixteen (76 percent) of the Army officer principals were selected on their first time considered. The civilian was selected on his first look. Sixteen (76 percent) of the Army officers selected are Senior Service College (SSC) graduates. Five of the Army officers selected will attend SSC during academic year 2004-2005. The civilian selected is also an SSC graduate. All of the officers and the civilian served as lieutenant colonel (LTC) or GS-14 PMs/ACs.

#### General Observations for Military

Officers are generally selected for COL PM/AC the first time considered after SSC completion and successful LTC PM/AC.



Eighty-five to 90 percent of the selectees on the previous three command boards were selected their first time considered.

A very successful product management tour, coupled with successful performance in a major headquarters staff (Army or Joint staff) position is a common formula for PM selection. Contracting officers require extensive contracting training and experience, combined with a very successful contracting command. Again, success in a major headquarters staff position enhances overall file strength toward selection. Successful LTC PM/AC for this board is defined as 94 percent of an officer's command Officer Evaluation Reports (OERs) rated above center of mass.

### General Observations for Civilians

Previous program office experience at the critical acquisition position level continues to be the most important element for civilians to be competitive for PM/AC. However, there is no evidence that consecutive or repetitive program office tours better qualify an individual for PM selection. Civilians who compete for PM positions must show diverse work experience. This includes service in organizations with different missions. While boards recognize the difference between civilian and military careers, it is incumbent on civilian applicants to stress the depth and breadth of the experience they have. It is critical that civilians identify — and highlight in their resumes — their accomplishments in leading and managing human and fiscal resources, materiel acquisition and project milestones. Each applicant's resume and Acquisition Career Record Brief assignment history should match.

Civilians must continue to stress to their supervisors and senior raters the importance of writing meaningful comments on both performance evaluations and Senior Rater Potential Evaluations (SRPEs). Comments on evaluations that quantify the achievements and address an employee's leadership skills are critical. Senior rater comments are particularly useful to a board in assessing an applicant's likelihood for success as a PM. AMB recommends that, regardless of an individual's intent to apply for a board in any given year, employees request an SRPE annually. Successful applicants typically have more than two SRPEs in their file. AMB will include in board files all SRPEs provided.

Overall file strength, combined with successful performance in supervisory and managerial positions, enhances selection chances. Because command selection is so competitive, it is essential that acquisition officers and civilians pay close attention to their board file's components to ensure that accurate information is presented to enable board members to make

an informed decision. The trend continues to be for command boards to select acquisition professionals with a diverse acquisition background, coupled with a successful LTC/GS-14 PM/AC.

Congratulations to the following selectees for FY05 COL/GS-15 PM/AC. *Editor's Note: Ranks listed were current as of the December board date.*

Bezwada, Haribaber	CIV
Coffman, Thomas Dwayne	LTC(P)
Cook, David Alan	LTC(P)
Dever, Douglas Allen	LTC(P)
Hansen, Jacob Bernard	LTC(P)
Harrington, Gale Alicia	LTC(P)
Hazelwood, Donald Alexander	LTC(P)
Hollingsworth, Larry Dale	LTC(P)
Kendrick, Robert III	COL
Knudson, Ole Albert	LTC(P)
Koster, John Leo	LTC(P)
Lipsit, Carl Alan	LTC(P)
Miller, Scot Charles	LTC(P)
Mullin, Edward Leroy	LTC(P)
Paquette, Derek Joseph	LTC(P)
Parker, William Ernest	LTC(P)
Pennycuick, Richard Butler	LTC(P)
Sears, George Albert II	COL
Wheeler, Kenneth Alan	LTC(P)
Wolfe, Daniel Glenn	COL
Yarborough, Michelle Faith	COL

### FY05 LTC/GS-14 PM/AC Board Results

The U.S. Army Human Resources Command's (AHRC's) Acquisition Management Branch (AMB) recently analyzed the FY05 Product Manager (PM)/Acquisition Command (AC) Board results and overall command opportunity for Army Acquisition Corps (AAC) officers and civilians. The selection board was held Dec. 4-12, 2003, and the selection list was released June 10, 2004.

### Overall Results

Board members reviewed 260 AAC member files and selected 51 principals for PM, AC or contracting command. Selectees included 49 acquisition officers, one Medical Service (MS) Corps officer and one acquisition civilian. The overall selection



rate was 20 percent. The military selection rate was 21 percent (50/241), and the civilian selection rate was 5 percent (1/19). Officer results by year group (YG) are as follows (not inclusive of revalidated or MS Corps officers): YG89 — 1, YG88 — 8, YG87 — 25, YG86 — 11, YG85 — 3, YG84 — 1.

### Who Was Selected?

The one civilian and more than 91 percent of the selected officers previously served as assistant or deputy PMs, or in equivalent functionally qualifying positions. Additionally, more than 46 percent of the selectees have served on a major headquarters staff such as the Office of the Secretary of Defense; Assistant Secretary of the Army for Acquisition, Logistics and Technology; Defense Contract Management Agency or Army Materiel Command. Nine of the 10 officers (90 percent) selected as contracting commanders had at least 2 years' contracting experience. Ninety-eight percent of the selectees have a master's degree, and three officers also have a Ph.D. Ten acquisition officers did not attend resident Command and General Staff College but completed the nonresident course.

### General Observations

Consistently strong evaluations were common among selectees. The average number of *DA Form 67-9 Officer Evaluation Reports (OERs)* was 5.2 for selectees, 5.3 for alternates and 5.5 for officers not selected as a principal or alternate. The average number of above-center-of-mass OERs under the *DA Form 67-9* was approximately 3.9 (76.8 percent) for selectees, 3.1 (58.8 percent) for alternates and 1.9 (35.7 percent) for officers not selected as a principal or alternate. The trend for first-look selection continued for military officers.

The civilians selected as principals and alternates had very strong comments on their performance evaluations and Senior Rater Potential Evaluations (SRPEs). In addition, they had previously been selected for either the Competitive Development Group Program or Senior Service College, or had performed duties as a deputy project/product manager.

Before future PM/AC boards convene, it is imperative for officers to personally "scrub" their Officer Record Brief and Official Military Personnel File (OMPF) to ensure accurate information is conveyed to board members. Approximately 180 days prior to the board convening, officers should check OMPF online at [https://www.perscomonline.army.mil/feature\\_sites.htm](https://www.perscomonline.army.mil/feature_sites.htm) and click on the OMPF icon. Officers will need their Army Knowledge Online user name and password to access the OMPF.

Traditionally, the board meets in December each year. Until the automated board process is fully operational, AMB will review files for officers in the zone of consideration 30-45 days prior to the board convening date. Officers should replace official photos — in electronic Department of the Army Photograph Management Information System and hard copy — that are more than 3 years old. Attention to detail on the photo and in the file may make a difference, so review files early and make corrections to be most competitive.

Captains and majors should seek career-broadening experiences to become competitive for future selection as a PM or AC. Officers should seek jobs that offer experiences in contracting, program management, combat development and testing. With a limited number of positions in program offices and noncontingency contracting organizations, AHRC will continue to rotate captains and majors at 36-month intervals to ensure a sufficient pool of experienced and qualified officers for future PM and AC positions.

Civilians should ensure that their application packages are complete and contain all required documents. Special attention should be given to ensuring that Acquisition Career Record Brief (ACRB) data are accurate. Assignment dates reflected on the ACRB should match dates shown on the résumé. Current ACRBs may be obtained from Acquisition Career Managers (ACMs) and submitted with application packages. Discrepancies — such as missing evaluations — should be explained. Remember that the application package reflects your career and defines your training, education and experience to the board. Civilians must also stress to their supervisors the SRPE's importance. Weak or lack of definitive comments may negatively impact the board's selection decision. AHRC ACMs are the best sources of information with respect to board preparation.

Congratulations to the following lieutenant colonels, promotable majors and GS-14 PM/AC selectees! *Editor's Note: Ranks were current as of the December board date.*

Alexander, Scott Edward	AC	MAJ
Anderson, Thomas Joseph	AC	MAJ
Bassett, David George	AC	MAJ
Bosse, Scott Paul	AC	MAJ
Bosworth, Brian Eliot	AC	MAJ
Card, Dennis Alan	AC	LTC
Chicoli, John Albert	AC	MAJ
Chyma, Timothy Darrin	AC	MAJ
Clayson, Edward Thomas	MS	LTC

Cummings, Brian Patrick	AC	MAJ
Cummings, Steven Francis	AC	LTC
Davis, Christopher Patrick	AC	MAJ
Dimarco, Andrew John	AC	MAJ
Field, William Edgar	AC	MAJ
Fuller, William Scott	AC	MAJ
Guthridge, George Amos III	AC	MAJ
Haider, Ruth Ann	AC	MAJ
Hirschman, Keith Alan	AC	MAJ
Hitz, Stephen Ernest	AC	LTC
Hummel, Michael Lawrence	AC	LTC
Jacobs, Ronald Jr.	AC	LTC
Johnston, Robert Jon	AC	MAJ
Kilgallon, John	AC	LTC
Lane, Edward Joseph	AC	MAJ
Lemondes, John Jr.	AC	MAJ
Mansir, Martin Joseph	AC	LTC
Mason, Patrick Howard	AC	LTC
McVey, Wade Leonard	AC	MAJ
Morris, Jeffrey Scot	AC	LTC
Paul, Richard	AC	CIV
Payne, Thomas Lancaster	AC	LTC
Pincoski, Mark James	AC	MAJ
Pope, Joseph Kevin	AC	MAJ
Pulford, Scott Alan	AC	MAJ
Puthoff, Frederick Anthony	AC	MAJ
Rettie, Craig Lorimer	AC	MAJ
Rodgers, Kenneth Patrick	AC	LTC
Rush, Christian Edward	AC	MAJ
Sanders, William Alton	AC	LTC
Schafer, Joseph Hughes	AC	LTC
Shipe, Richard Thomas	AC	LTC
Steinbugl, Louis Frank	AC	LTC
Stoddard, Kevin Patrick	AC	MAJ
Switzer, Michael Robert	AC	LTC
Visconti, Albert John	AC	MAJ
Voigt, Jeffrey Ralph	AC	MAJ
Wason, John Duane	AC	LTC
Wells, Charles Andrew	AC	MAJ
Wiley, Danny Alford	AC	MAJ
Williams, Julian Roosevelt	AC	MAJ
Zarbo, Michael Eugene	AC	LTC



## News Briefs

### Pouches Change Drinking Practices for Soldiers

Pouches that can be resealed are changing the way troops drink. Drink pouches developed by the DOD Combat Feeding Directorate at the U.S. Army Soldier Systems Center in Natick, MA — in partnership with packaging companies Pactech in Rochester, NY, and Kapack in Minneapolis, MN — allow warfighters to pour water into a package holding a powder mix, shake and consume the beverage from the opening. If they want to save some for later, the plastic zipper seal holds it in.

Field data showed that almost half of the Soldiers are not consuming the Meal, Ready-to-Eat (MRE) beverage base mix because of the inconvenience of using and cleaning the canteen cup, said Lauren Milch, a physical scientist at Combat Feeding who managed package development. Pouring the mix into a canteen full of water is prohibited according to Army doctrine, so the packages are frequently thrown away unopened.

“The 12-ounce beverage pouch is the first project from the Individual Combat Ration Team’s Improved Packaging for Combat Rations program aimed at reducing packaging and increasing consumption,” explained Vicki Loveridge, a senior food technologist and project officer for improved packaging. “Including a resealable plastic bag was a partial solution, but the drink pouch takes care of everything by replacing the current dry mix package with a disposable drinking vessel,” she continued.

Originally intended to replace the MRE beverage base mix, the beverage pouches could be used for any of the military ration beverages or liquid foods, such as dairy shakes. For hot cappuccino or cocoa, the pouch was designed to fit into the flameless ration heater. “A rectangular drink pouch with a plastic zipper was evaluated in 1991, but it was shelved because the cost was considered ‘extravagant’ at 25 cents apiece,” Loveridge noted.

In the last 3 years, researchers developed prototype pouches with nonreclosable tear-off spouts, reclosable sports-type pull caps and twist-off caps that were studied along with the final package design. “We wanted something reusable, and